Arizona Adult Education RFGA-S FY 2018/2020

Questions and Responses (Posted 6/9/17)

RFGA Section	Question	Response
	Can the 25% required local match be In-Kind?	Yes
	It says that there is money set aside for up to 20% for Corrections, but on another page you don't list corrections as eligible agencies.	It is not an all-inclusive list. If an agency has a history working with the target population, we will consider the applicant.
	In breaking down the funding what percentage is Federal? State?	We are not sure at this time, but generally it is approximately 2/3 funding from Federal and 1/3 funding from State. This also varies by workforce area.
	Is the Estimated Available Assistance by region for the life of the grant?	No, it is an annual amount.
Grant Overview	Regarding the three funding categories and the minimum dollar amount, is the minimum \$180,000?	It is going to take a full time position to administer this grant; successful applicants will have to have those resources. If you are applying in more than one workforce area, you don't have to apply for \$180,000 in each area; the total grant funding requested needs to total at least \$180,000.
	What if our program needs less than the minimum amount of \$180,000 to provide services?	The minimum award amount is \$180,000. Applicants applying to serve fewer than 100 participants are encouraged to collaborate with other entities in the region as a consortium.
	As an applicant, are we required to be on eligible training provider list?	No, Adult Education providers are not required to be on the Title I Eligible Training Provider list. Programs are not providing training, they provide educational services.
	For applicants who are applying for more than one workforce area, do we need to submit multiple applications, one for each workforce area?	Please submit one application per entity. The cover sheet should specify which areas you are applying for. You can apply for beyond the maximum funding allocation if you are applying for more than one area. You want to make sure there is alignment to both areas in the response. For example, your class schedule should speak to services in both areas and the needs assessment should speak to both areas.

	Are there page limits for the application?	Yes, please refer to the application forms that are provided on the webpage Arizona Adult Education RFGA-S FY 2018/2020.
	Allowable activities - do those all have to be addressed or just distinguish which one?	No, they are all allowable but not all required.
	Allowable activities for ELAA. The description says it <i>must</i> be designed to lead to the attainment of a secondary school diploma or its equivalent and transition to post-secondary education, training or employment. If we have ELAA students who already have a degree or diploma, it's just about the transition, correct?	That would be the perfect population for an IET program. A population that has advanced degrees, but has trouble entering the workforce.
	What qualifies as an IET program?	To qualify as an IET program it must meet the definition and requirements set forth in WIOA. IET is a service approach that provides Adult Education and Literacy concurrently and contextually with Workforce Preparation Activities and Workforce Training for a specific occupation or occupational cluster for the purpose of educational and career advancement (§463.35). An IET Program must include the following three components: 1) Adult Education and Literacy Activities; 2) Workforce Preparation Activities; and 3) Workforce Training (§463.36). In addition, as part of a Career Pathway (§463.37), the design of an IET Program should support the Local and State Workforce Development Board Plans as required under WIOA. Also see IET resources here: http://www.azed.gov/adultedservices/grantapplicationresources/
Contract Requirements	We require our teachers to be state certified in Special Education, Secondary and Elementary Education. Is Adult Education certification required of all of our teachers? If so, does this grant pay for their certification process?	Yes, all teachers must have an Adult Education certification. Generally, the costs of certification are the responsibility of the individual seeking certification.

Is the Risk Assessment Tool used for applying for or after receiving funding? #7 on page 21 appears to contradict #3 on page 20. 95% v 10%. Can you clarify this?	The Risk Assessment Tool is for those who receive grant funding and will be used to determine who will be monitored. The evaluation to determine funding will be using the Federal and State consideration detailed in the grant application packet. This is a contradiction in the law. Applicants can request for an exception to exceed the 5% for professional development. Applicants can request this in the budget section of the grant
For existing programs that were approved for charging supplemental fees and exceeding the 5% admin budget, do they need to resubmit? Does the spreadsheet allow for programs to enter amounts exceeding 5%?	A previously funded program can resubmit the same supplemental fees request for approval. The 5% Admin budget must be approved annually. The grants budget spreadsheet allows for amounts exceeding 5% to be entered.
For programs that operate within school districts, you are requiring 12 month services. Are we allowed to refer our students to a partner program for that period that we do not operate?	The applicant would have to submit that request, and we would have to review the request. Little breaks are okay, but longer breaks, such as summer breaks are disruptive to students.
Throughout the 12 months of the year is there any allowable gap, say 2 weeks, for a school or program to be closed?	Yes, but there needs to be someone available that is a decision maker for the program. Students also need to have access to instructional services while the physical building is closed. Programs should think of creative ways to do this, e.g., online collaboration tools, courses, etc.
If we submit a calendar or schedule of classes, and you determine that the summer breaks are too long will there be an opportunity to negotiate this?	Yes, it will be negotiated. We will look at the requirements and tell you what you need to change to be funded. If classes come in and they are not at the intensity and duration that will lead to successful outcomes for students, we will negotiate with the applicant.
Add link to Adult Education Standards for reference to review grant application.	http://www.azed.gov/adultedservices/adult-education-teacher-standards/

	If we are applying for the IET will 10% automatically come off the top of \$180,000?	The 10% is set aside from the total amount available per workforce area. A program can be funded with more or less than 10% designated toward IET. The amount depends upon what each applicant in the area proposes in the application and the results of the application evaluations.
	If there are supplemental fees charged do they come off of the base part of the grant?	No, money from supplemental fees is in addition to funding from this grant. There is a requirement that it be spent on providing services to expand capacity. You cannot supplant this money to fill in gaps from losing other funding sources. Any additional money such as FTSE money, that comes in from operation of this grant has to be used to support adult education.
	How will Distance Learning be addressed in the RFGA? Or do we just include it as part of the ABE/ASE narrative?	We are funding for hybrid and blended learning in this RFGA. We intend to go out with a virtual learning application in the future.
	Applicants are required to establish collaborations with partners. What if you already offer all of the services eligible for the grant? Do you still have to find a partner?	Title II is a required partner in the WIOA One-Stop System. Applicants are required to establish collaborations with partners who can assist in the delivery of quality comprehensive educational services and access to a comprehensive workforce development system for adult learners. These partnerships can be internal or external, but they must align with the Arizona Unified Workforce Development Plan as well as the Local Workforce Development Plan for the region(s) that the applicant is proposing services.
Application	When sending your resumes, is it possible to put them in electronic files and send you a link that you can access in an electronic folder?	It just asks for the resumes for the key functions. It does not ask for all of the teacher resumes so the file should not be too big to send. We do not want resumes that we did not ask for.
Process, Grant Application Forms & Submission	Can you talk a little about what we are looking for or expect in a partnership with an organization? Would we fill out the application together?	You will want to enter into an MOU/MOA to spell out the roles and responsibilities of each organization. This would likely be designed to have a fiscal agent/administrative organization with partner agency(ies) agreeing to provide classes or particular services, perhaps to a niche population or a specific geographic location. All entities would collaborate to complete the application, in particular the parts of the application pertaining to the services, sites/classes and the qualifications of personnel

		provided by each partner.
	In a correctional setting, we are not allowed online curriculum but we do have digital curriculum. Is that acceptable?	Yes
	Can you clarify whether we need to provide a separate application for each of the categories?	Applicants do not need a separate application for each program category. Applicants must indicate all program categories they are applying to serve on the cover sheet and complete the narrative response for each program category. If you are applying to provide services to participants in both ABE/ASE and ELAA/IELCE you submit one single application indicating these program categories on the cover sheet, and submit the completed grant application forms, including the narrative responses for the two program categories. If you are applying to serve ABE/ASE participants only, indicate ABE/ASE on the cover sheet, and submit the completed grant application forms, including the ABE/ASE narrative responses.
	Are there page limits required for the application?	Yes, please refer to the application forms that are provided on the webpage <u>Arizona Adult Education RFGA-S FY 2018/2020</u> .
	What if we still have open teaching positions at time of submission?	You are allowed to state TBD for these positions in the Qualifications of Personnel form. There are key positions that you must identify; this can change if there is turnover, etc., but you still want to have those people identified. If for any reason you have not filled a key position, identifying a person to fill that position would be part of the negotiations.
	Can a Hybrid program provide almost everything online except for some face-to-face tutoring time?	Yes this is an accepted model that is described in the resources. Face-to-face tutoring, project based learning, classroom instruction etc. are all acceptable for the blended learning model. Please remember, there must be a face-to-face component for administering all standardized assessments, but this assessment can't be the only face-to-face component provided in the hybrid/blended learning model. Also see resources on hybrid learning models here: http://www.azed.gov/adultedservices/grantapplicationresources/
	Is it a preference to have rural regions submit only one grant for	There is no preference for rural regions to submit only one application; however applicants applying to serve fewer than 100

	all of their programs?	participants are encouraged to collaborate with other entities in the region as a consortium.
	Should we record orientations in the class schedule doc if they are only a matter of hours of class?	No, you do not need to include the orientation hours in the class schedule form.
		The AAEDMS user list is not part of the Grant Application Package. Successful grant applicants will be provided technical assistance on the use of AAEDMS.
	Regarding the staffing chart. If they are in the chart, do they have to be in the budget? Some are being paid through in-kind funds. And will they need to be in the AAEDMS user list too?	Regarding your staff and your budget, on the Grant Application Budget Spreadsheet, on the ABE/ASE, ELAA-IELCE and Corrections tabs you should only include staff salaries which you are requesting to be paid on each of the grants. For staff you anticipate will be paid through non-ADE Adult Ed funds, including in-kind funds, those salaries should be included on the AE Supplemental Form tab. If the source of the funds are for the salaries are non-Federal, they should be included in the 25% Base Contribution Column. If the source of the salaries are Non-ADE Federal funds, they should be listed in the Other \$ Federal column.
	On the "Proposed Class Schedule Form", there is no place to put class meeting times (AM, PM, EVE, etc.) so do we just put how many sections total without differentiating between classes?	The Proposed Class Schedule Form asks for the number of weekly contact hours. For example, if a class meets face-to-face from 9 am – 12 noon on Mondays and Wednesdays, you would enter 6 hours as the number of weekly face-to-face instructional hours. There is no need to identify the time of day or days of the week that the class is scheduled to meet, for this application. If there is another class that is identical (same class type, same level, same duration, same number of weekly contact hours) except that it meets in the evening instead of the morning, at 5 pm – 8 pm (also 6 hours) and is on Tuesday and Thursday, it can simply be listed as another section even if the times and days are different.

I am working on the form 12 - Projected outcomes and proposed performance measures form and there are issues with the form. On column C under overall percentage of participants with MSG and the	
rest of the column you cannot see the numbers typed. Someone needs to change the text highlight color. Can I change it for us or wait until someone from your department to fix the form?	Form 12 has been revised.
On the "Proposed Class Schedule Form", there is a place for "number of weekly online learning hours". Does that mean in-class online learning available, or does	The number of weekly online learning hours means the minimum number of hours/week that class participants are required to work using an online curriculum outside of the scheduled face-to-face class time. Please refer to the resource on Hybrid Learning models located
that mean at home, 24-7 learning hours? Because that would be 24 hours a day, correct?	at: http://www.azed.gov/adultedservices/files/2017/01/hybrid-instructional-delivery-structure-class-planning-recommendations.pdf
Do we need to have a separate "qualifications of personnel" form filled out for each site? If so, does the director go on each form?	Applicants will only need to complete one Qualifications of Personnel form. Additional lines can be added to the form to list key personnel from multiple site locations.
In our district we have adult education and family literacy programs. Currently, the family literacy programs are funded by Title I. Is it possible to use Adult Ed WIOA funding to fund services in	Family Literacy is allowable under WIOA; however, in Arizona, family literacy activities are not allowable under this adult education grant contract. Please refer to page 9 of the RFGA document for the list of allowable activities.
family literacy programs to eligible students, and use Title I funds to cover services to ineligible	The example described in the question would not be appropriate under this grant contract.

	education attainment, etc. For an organization that has never offered	past effectiveness in serving basic skills deficient eligible individuals, including evidence of its success in achieving
Evaluation	individuals, as well as employment,	Act [WIOA] must provide performance data to demonstrate its
& Application	etc., basic skills of eligible	provider that has not been previously funded under Title II of the
Effectiveness	improving reading, writing, math,	Furthermore, WIOA Final Rules §463.24 states that, "An eligible
Demonstrated	demonstrated effectiveness in	effectiveness in providing adult education and literacy activities."
D	will be pre-screened based on	of adult education, an organization must have "demonstrated
	Application states that applicants	WIOA Section 203(5) clearly states that to be an eligible provider
	stamp is July 16, 2017, 11:59 pm Arizona Time?	
	Arizona Time or as long as the date	recommended.
	must be uploaded, i.e. by 5 pm	11:59 pm, if possible, and request of a delivery receipt is
	which the submitted application	Time (or sooner). Applicants are encouraged to submit prior to
	Please clarify if there is a time by	Email date stamp must be July 16, 2017, by 11:59 pm Arizona
	regarding the date/time of receipt.	
	Please clarify the following	
	attachments?	Attachments following the instructions on form 14.
	Can we add letters of support as	Yes, letters of support may be submitted with Additional
		Cover Page Form.
	Can one provider serve 2 regions?	indicate by listing all regions/areas in the appropriate field on the
	Con one muchiden serve 2 maris 122	applying to provide services in more than one region/area,
		Yes, an applicant can apply to serve more than one region/area. If
	have to cite back to their sources?	
	State Plan as sources, or do we	regional plan may be cited as sources.
	Arizona@Work or the Arizona	regional plan may be cited as sources.
	Workforce Development Agency – Local Plan" published by	The Arizona Unified Workforce Development Plan and the local
	Are we able to cite the "Local	
	funding and 50% Title I funding?	
	class be funded 50% adult ed	
	for adult ed services. Could the	
	class of 20, 10 students are eligible	
	For example, in a family literacy	
	literacy program?	
	students attending the same family	

basic skills education for adults, but wants to start -- does this mean that your application will be disqualified because you don't already have "demonstrated effectiveness?"

outcomes listed in paragraph (a) of this section."

The Pre-screen component described on page 8 and page 32 of this RFGA, and the information requested on form 5, *Evidence of Demonstrated Effectiveness*, are in alignment with the eligibility requirements described in the Act (WIOA) and the Final Rules as referenced above and in the RFGA.

Any applicant not providing evidence of meeting these eligibility requirements will not be considered for an award.

On #5 (Evidence of Demonstrated Effectiveness) - Past Performance Data Table: What do you mean by "population served"? Do we need to provide number of students? Class provided? For what year? Each year? Or average? Please clarify?

On form 5, Evidence of Demonstrated Effectiveness, a description of the population served does not need to include the number of students. It can simply describe to whom the outcome data provided pertains (e.g., refugee English language learners, high school dropouts, teenage parents, non-traditional community college students, etc.).

The "demonstrated effectiveness" requirement in the pre-screening seems to be worded in such a way that only current ABE, ASE, ELAA and IELCE providers will be eligible because you have to show three years of performance data specific to those skills. So does this mean an organization that wants to start ABE, ASE, ELAA and IELCE should not apply?

An applicant does not need to be a current ADE-funded adult education provider to be eligible to apply; however, all applicants must demonstrate effectiveness in providing adult education and literacy activities and provide performance data to demonstrate past effectiveness in serving basic skills deficient eligible individuals.

WIOA §203 (5) clearly states that to be an eligible provider of adult education, an organization must have "demonstrated effectiveness in providing adult education and literacy activities." Furthermore, WIOA Final Rules §463.24 states that, "An eligible provider that has not been previously funded under Title II of the Act [WIOA] must provide performance data to demonstrate its past effectiveness in serving basic skills deficient eligible individuals, including evidence of its success in achieving outcomes listed in paragraph (a) of this section."

The Pre-screen component described on page 8 and 32 of the

		RFGA, and the information requested on form 5, Evidence of Demonstrated Effectiveness, are in alignment with the eligibility requirements described in the Act (WIOA) and the Final Rules as referenced above and in the RFGA.
Staffing	Please clarify the following regarding the Minimum Staffing Recommendations by Proposed Program Size. The staffing table example on the last page of the document includes a column heading based on number of students, i.e. 100 to 199; 200 to 499; 500 to 999, etc.	The projected number of students to be served is based on an annual count.
Target Population	If we serve 100 students a year does "serving" mean 100 students enter the program or 100 students complete the program?	The minimum number of students to be served annually is 100 students. Therefore, the applicant is expected to enroll and provide services to at least 100 students each year. Then, using form 12, <i>Projected Outcomes and Performance Measures</i> , the applicant must project the outcomes for those 100 or more students.
Corrections	Does the "corrections education" category require that the students be physically incarcerated or institutionalized? I'm specifically asking if community corrections (probation/parole) are included in that definition.	As described in WIOA Section 225, funding may be awarded under the Corrections Education/ Institutionalized Individuals Funding Category to provide allowable educational activities (described on page 9 of the RFGA) for criminal offenders in correctional institutions and other institutionalized individuals. The term "correctional institution" is defined as any prison, jail, reformatory, work farm, detention center, halfway house, community-based rehabilitation center, or any similar institution designed for the confinement or rehabilitation of criminal offenders. Individuals on parole or probation who are in the community and not confined in a correctional institution are not included in that definition. Funding for allowable educational activities provided to individuals on parole or probation in the community and not confined in a correctional institution may be applied for under the ABE/ASE and ELAA/IELCE Funding Categories rather than the

		Correctional Education Funding Category.
	Corrections Education is limited to 20% of any allocation, but your minimum is \$180,000. We would like to submit an application for a complex located in Pinal County. The assistance available for the region is \$803,411, and 20% of that (our allowable maximum) is \$160,682.20, nearly \$20,000 below the \$180,000 minimum that has been set.	Under WIOA up to 20% of the <u>total</u> allocations (not by area) can be used for corrections.
Fiscal	If an agency pays for the adult education certifications out of other funds, can the amount count toward the match for year one?	If a successful applicant uses non-ADE and non-Federal funds to pay for allowable Adult Education activities (under Federal and State laws), those expenses can be included as a part of their required Adult Education 25% matching funds. Adult Education certification expenses are an allowable Adult Education expense.
	Is there any guidance concerning appropriate cost per square foot for space that the college provides for the adult ed program when calculating in-kind for the program's 25% match?	There isn't a specific way to calculate square footage when calculating in kind contributions. The Federal regulations point to "reasonableness". A consideration can be the market rate per square foot in a given each location. If a college or an organization has a process that reasonably calculates square footage, it could be used in determining the dollar amount for the in kind match.
	Is the cost of child-care for adult ed students with young children an allowable cost?	The new Code of Federal Regulations (CFR 200) doesn't list child care for students in its selected item cost. Additionally, the State of Arizona's General Accounting Office's chart of accounts doesn't provide a place within the Department of Education's object codes to include childcare expenses. Therefore, child care is not an allowable Federal or State expenditure.
	Is there an assumption of a reasonable cost per student for the information contained on the cover page? Is there a target range for overall	The Department of Education/Adult Education Services doesn't have an exact standard for determining a reasonable cost per student rate. There are many factors to be considered regarding how much services may cost per participant, such as the educational level of participants served, the needed intensity and duration of services, geographic density, and other support

	dollars spent per student that ADE is looking for in consideration for this grant? Is there a desired number of students served per year?	services available in the area. The grant application requires that the minimum number of students served annually is 100+ with a minimum allocation of \$180,000.
	Is there a limit to the overall percentage of the grant that can be spent on staffing?	There isn't a limit or a percentage of the grant that can be spent of staffing. A program could spend 100% of its funds on staffing and provide all other expenses (supplies, materials, professional development training, etc.) through their matching funds or other grants or funding.
	Would only staff salaries be able to be included in that percentage or can staff benefits (health, retirement) be included as well?	Salaries and benefits are included in the grant application. In the grant application budget spreadsheet, there are separate lines for salaries and benefits.
	Are indirect costs allowable? If they are, what is the cap on the indirect cost rate?	Indirect costs are allowable expenses under this grant application. Successful applications can establish an indirect rate for their program with the Department of Education's Grants Management unit. For the purpose of this application, you can use up to 8% as an estimate on the grant application budget spreadsheet. Indirect costs are not required to be included on the spreadsheet and can be determined and included later for successful applicants in the FY2017-18 budget which will be submitted in the ADE Grants Management Enterprise System.
	Looking at the chart on page [14], is the dollar amount shown the total available for all three years, or is it the yearly grant amount?	The dollar amount chart on page 14 shows the estimated maximum available funds by workforce region per year. Whether the maximum amounts of funds are awarded in each of the three years depends on several factors. Some the factors include, the strength of applications submitted in each workforce area, the successful applicant's actual performance during the contract period, and the availability of Federal and State funds. Note: the assistance funding available for allocation is unknown at the time of the RFGA release and dollar amounts listed are provided for estimation purposes only.

Whose signature should be on all of the documents? Who must sign the Statement of Assurances? The Program Director or the highest ranking member of the organization within which the program exists?	The Adult Education application should be signed by the individual who has the ultimate responsibility for programs (including Adult Education) within the organization. For school districts typically it will be the Superintendent or their designee.
The budget instructions for the Supplemental Form state that we only need to fill in the 25% Base Contribution Column. May I confirm that we do not need to fill in any of the other columns on this form even though the instructions for the other columns are included on the form?	On the Grant Application Budget Spreadsheet AE Supplemental Form tab, the 25% Base Contribution Column is the required column to be completed. If the applicant will be receiving other Federal funds, Earned Income, or is planning on charging Adult Ed Fees, it is recommended that you complete the appropriate column(s).
The application to provide adult education services is to serve the target population of adult learners (students). The grant application requires that the minimum number of students served annually is 100 with a minimum allocation of \$180,000. If an applicant is requesting to serve more than one region the total number of students for all regions combined must be a minimum of 100 students, not 100 students in each region.	If our company requests \$100,000 in one region and \$100,000 in another region are we able to serve 100 kids across both regions or would it be 100 kids for each region?
What would be the indirect Cost percentage pertaining to the WIOA grant application?	For the purpose of this application, applicants can use up to 8% as an estimate for indirect costs on the grant application budget spreadsheet. Indirect costs are not required to be included on the budget spreadsheet. Successful grant applicants can negotiate and establish an indirect rate for their organization with the AZ

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	Department Education- Grants Management Unit.
State has a 10% requirement for	The Arizona Department of Education- Adult Education Services
PL, but the federal piece	has a 5% Will automatically approve the additional 10% admin to meet the
maximum for PL, Where	do we
request prior approval to	Anniicants will need to include this expenditure on the Grant
the 5 % to align it with the	I Anniication niidget shreadsheet. No additional torms or annrovals
requirements?	are needed.
It looks that this spreads	cheets On the "individual" Budget tab sheets (ABE-ASE, ELAA-IELCE,
don't require the budge	t narrative Corrections), there is a column titled "Line Item Descriptions".
and don't allow for line i	tems This column is where you would enter short details of how you
details. Am I right to ass	ume that is plan on using the grant funds. The descriptions can be simple (i.e.
OK to just enter the fina	I numbers 2 full time teachers and 3 part-time teachers, Teaching materials
from my calculations?	for ABE/ASE classes, Supplies for ELAA/IELCE program etc.) A line
Do we have to address C	
Outlay – Property 6700?	allocating grant funds to this line item.
When creating the budg	et, should
25% in-kind amount be i	ncluded in
total amount of grant re	quested,
or in addition to amount	On the Supplemental Form (tab) on the Grant Application Budget
requested?	Spreadsheet, The 25% matching funds can be either Non-Federal
Example: Requested \$20	00,000 that \$\\$\$ or In-kind contributions. If your funding request is for \$200,000,
includes \$150,000 progr	am budget your 25% matching funds must be a minimum of \$50,000
+ 25% in-kind budget or	\$200,000 (\$200,000 x 0.25).
program budget + 25% i	n-kind
budget in addition to red	quested
amount.	
When applying as a cons	·
the Fiscal Agent able to	do sub- submit an application. However, the grant application must
agreement to the partne	ers? We designate one organization to be the lead for the fiscal agent and
are interested, as a fisca	l agent, be responsible for fulfilling all of the grant contract requirements
doing sub-agreements to	•
for their specific classes	
particular services with a	not permitted to be recipients of ADE funding. Adult education
audience or specific serv	- · · · · · · · · · · · · · · · · · ·
individuals are current re	ecipients adult education providers.

of ADE funding and have the full capacity to conduct their own financial activities, track students etc. Within the consortium model, as the Fiscal Agent, we plan to serve as the entity to oversee the subagreements, collecting data, assuring for quality improvement etc. As the Fiscal Agent, we would also be the entity to receive data from the sub-agreement agency and complete all overall data. Can you confirm if this thinking is correct or not regarding a consortium and Fiscal Agent responsibilities?	In a consortium model, a lead agency will fulfill the administrative duties, including oversight of the grant contract requirements, supervision of staff, data management, and fiscal management. Other agencies within the consortium may provide services on behalf of the lead agency, including site-specific leadership and instruction.
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